

MEMORANDUM

To: Board of Regents

From: Owen J. Newlin

Subject: Procedures for the Selection of a President at Iowa State University

Date: June 5, 2000

Recommended Actions:

- (1) Accept the resignation of Martin Jischke as the President of Iowa State University, effective August 15, 2000.
- (2) Confirm the appointment of Richard C. Seagrave as Interim President of Iowa State University (with specific terms of office to be adopted by the Board of Regents at its June Board Meeting). Dr. Seagrave will be compensated at an annual salary of \$180,000, plus the usual staff benefits and resources of the Office of the President.
- (3) Appoint Dr. Benjamin Allen as Chair of the ISU Presidential Search and Screen Advisory Committee.
- (4) Approve recommended policies for the selection of the President of Iowa State University.
 - A. Create an advisory committee at Iowa State University to be known as the Presidential Search and Screen Advisory Committee to aid in the Presidential search, as set forth in the attached exhibit.
 - B. Request that the Chair of the Presidential Search and Screen Advisory Committee and the President of the Faculty Senate jointly nominate campus members of the Presidential Search and Screen Advisory Committee. In consultation with the Board President, they will recommend their candidates to the Board of Regents for approval.
 - C. Authorize the Executive Director, with the approval of the President of the Board of Regents, to enter into a contract with an executive search firm.
 - D. Approve the duties of the Committee and the firm as outlined in the attached exhibits.
 - E. Instruct the ISU Presidential Search and Screen Advisory Committee and the Board Office to develop criteria for the position for the Presidency of Iowa State

University and to report to the Board for consideration at its September Board meeting.

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- F. Direct Iowa State University to establish a fund to pay all the expenses of the Presidential Search, and the ISU University Relations Office to provide support to the Board regarding the Presidential search.
- G. Authorize the President of the Board to supervise the search process and to be the spokesperson for the Board regarding the search process.

Background:

The Board has received the resignation of Martin Jischke as President of Iowa State University, effective August 15, 2000. President Jischke has provided exceptional service to Iowa State University and the Board as a strong and effective leader.

The following general criteria should apply to the process selected by the Board of Regents for a presidential search at Iowa State University.

The process must be consistent with the Board's statutory responsibility to appoint a president and with the Policy on the Selection of Institutional Heads, as adopted by the Board of Regents, State of Iowa, on April 13, 1984. The policy is listed as follows:

1. The process shall be consistent with the Board's statutory authority to appoint institutional heads and shall provide for regental control of the search, screening, and selection process. All rules, procedures, and policies regarding the search including, but not limited to, the role, composition and appointment of a search committee, the time schedule for the search, and the use of consultants shall be established by the Board of Regents.
2. The process shall provide for confidentiality of each of the candidates to the fullest extent possible under the Code of Iowa.
3. The process shall provide for participation by institutional constituencies, specifically including the faculty with respect to the criteria to be used in the selection process and in review of the final candidates.
4. The process shall be one that can be accomplished within a reasonable period of time set by the Board.
5. Affirmative action/equal employment opportunity procedures shall be fully utilized.
6. The election of an institutional head shall be the sole responsibility of the Board of Regents [262.9 (2)], Code of Iowa.

The procedures being recommended are based on the Board's experience in the selection of institutional heads since 1981. This includes previous selections of presidents at the University of Iowa, the University of Northern Iowa, Iowa State University, and searches for the superintendents of the two special schools. In these searches, the Board has utilized an advisory committee (mostly campus-based) to draft and recommend criteria for selection and to carry out a primary role in the search and screening process. All recent searches have also included the services of an executive search firm. The executive search firms have provided valuable service to the search and screening advisory committees and to the Board in the selection process. Throughout all of these searches, the Board Office has also carried out its important coordinating responsibilities. The process and procedures being recommended are consistent with these elements of past searches, and the policy of the Board noted above.

It is recommended that an ISU Presidential Search and Screen Advisory Committee be selected at Iowa State University to advise the Board of Regents in selecting a new president. The composition of the Committee is detailed in the attached exhibit. The Committee will be broadly representative of the major campus constituents with a heavy contingent of faculty, many of whom will be distinguished faculty. The Board Office is being asked to assist the Board President in the identification of an appropriate executive search firm. As has been the past practice, the President of the Board will provide overall supervision of the selection process and be the spokesperson for the Board, assisted by the Board Office.

It is recommended that the process begin with initial advertisement of the position and the Board's approval of procedures for the selection of a new president at its June meeting. This action will be followed by the consideration and approval of the appointments to the Presidential Search and Screen Advisory Committee by the Board of Regents at the July meeting. The Board will approve Presidential criteria to be used in the search at its regular September Board meeting. The search for, and screening of prospects will take place during September and October. In November and December, the Presidential Search and Screen Advisory Committee will conduct interviews of prospects, resulting in the identification of four finalists for review and selection by the Board of Regents. It is anticipated that the actual interviewing of the finalists by the Board will take place some time in December or January, with the selection of a new president by the Board soon thereafter.

I am recommending Dr. Benjamin Allen, Dean of the College of Business and Distinguished Professor of Business, to chair the Presidential Search and Screen Advisory Committee.

This schedule will provide an opportunity for the selection process to take place in a timely manner, yet, allow the flexibility to adjust the process as needed. This schedule is similar to those used in other recent Board searches, including the ones in which Presidents Mary Sue Coleman, Martin Jischke, and Robert Koob were selected.

Owen J. Newlin, President

Board of Regents, State of Iowa

**TENTATIVE SCHEDULE FOR THE SELECTION OF
THE PRESIDENT AT IOWA STATE UNIVERSITY**

June 2000

Accept resignation; appoint Interim President.

Approval of Procedures for the Selection of the President of Iowa State University

Advertisement of Position Opening

July 2000

Approval of the appointments to the campus Presidential Search and Screen Advisory Committee

September 2000

Approval of the Criteria and Job Description for Selection of the new President at Iowa State University

September/October 2000

Search and screening of Prospects begins

November/December 2000

Interviews of Prospects by ISU Presidential Search and Screen Advisory Committee

Identification of Four Finalists for Review by the Board of Regents

December/January

Interviews by the Board of Regents and Selection Soon Thereafter

PRESIDENTIAL SEARCH AND SCREEN ADVISORY COMMITTEE

As is customary at a major public, research university, the members of the faculty have an important role in the selection of major administrative officials for the university. In light of this tradition and at the same time recognizing the Board's responsibility to appoint a president, the following process shall be followed in creating the ISU Presidential Search and Screen Advisory Committee. The Chair of the Presidential Search and Screen Advisory Committee and the President of the Faculty Senate shall, in consultation with the President of the Board, make nominations for the Presidential Search and Screen Advisory Committee for approval by the Board of Regents as follows:

- (1) Ten members of the faculty and administration:
 - (A) Nine (9) members of the faculty, giving due regard to representation from various colleges and the representation of women and minority faculty. A majority of the faculty shall be distinguished faculty members. One of the nine shall be a departmental executive officer.
 - (B) One (1) representative of the deans, in consultation with the Council of Deans.
 1. One dean, in consultation with the Deans, who for the purposes of this selection shall be defined as all those individuals with the title of "Dean."
- (2) Three (3) representatives of Iowa State University staff:
 - (A) Three (3) representatives of the ISU staff, in consultation with the Professional and Scientific Staff Council and the Supervisory and Confidentiality Council, of whom at least two of the representatives shall be professional and scientific employees and at least one of the representatives selected shall be a Regents merit system employee.

- (3) Three (3) representatives of the students:
 - (A) One (1) representative selected in consultation with the undergraduate Government of the Student Body.
 - (B) One (1) representative selected in consultation with the Graduate Student Senate organization and one (1) representative of the graduate teaching/research assistants.
- (4) Four (4) representatives of the alumni:
 - (A) Two (2) representatives selected in consultation with the ISU Alumni Association Board of Directors.
 - (B) Two (2) representatives selected in consultation with ISU Foundation.
- (5) Up to three (3) additional representatives may be selected to serve on the Committee by the President of the Board of Regents, State of Iowa.
- (6) Deputy Executive Director and Director of Academic Affairs and Research shall serve ex officio (without vote).

If a vacancy on the Committee occurs, the vacancy shall be filled in the same manner as the person originally chosen.

Any public statements about the actions of the Committee or the Executive Search Firm shall be made only by the Chair of the ISU Presidential Search and Screen Advisory Committee. Any public statements will focus on the Committee's operations and progress, not individuals.

**DUTIES OF IOWA STATE UNIVERSITY PRESIDENTIAL
SEARCH AND SCREEN ADVISORY COMMITTEE**

1. To assist and advise the Board of Regents in the selection of the President of Iowa State University.
2. To recommend criteria for the position for the presidency of Iowa State University.
3. To work cooperatively with the executive search firm in conducting the search and screening process for an appropriate candidate.
4. To conduct a broad advertising campaign, including, but not limited to, the major educational media, affirmative action sources, major state and national media, and individual contacts, as appropriate.
5. To evaluate the nominations and applications.
6. To recommend, without ranking, at least four (4) finalists, who best meet the Board of Regents' criteria, to the Board. The records of the finalists are to be transferred to the Board. The recommendations shall include a detailed explanation of the rationale for the recommendations and supporting information.
7. Forward nominations and applications to the Executive Search firm as received.

DUTIES OF THE EXECUTIVE SEARCH FIRM

1. To assist and advise the Board of Regents, State of Iowa, in its selection of the President of Iowa State University.
2. To assist the ISU Presidential Search and Screen Advisory Committee in conducting the search and screening process for appropriate prospects.
3. To assist the Committee in conducting a broad advertising campaign, including, but not limited to, the major educational media, affirmative action sources and major state and national media.
4. To ensure that affirmative action/equal opportunity requirements are met in spirit and in word of the law.
5. To receive nominations and applications for the President of Iowa State University.
6. To provide timely, professional acknowledgments of nominations and other correspondence to prospects.
7. To ensure that files of all qualified prospects are complete. Files should include evidence supporting prospects' claims of meeting the criteria of the Board of Regents, State of Iowa. In all cases, a certified, official copy of the transcripts of all postsecondary education institutions, from which the candidates claim to have been graduated, are to be a part of the files.
8. To conduct a thorough background search on all final prospects and initial searches on prospects.
9. To assist the Committee in the evaluation of the nominations by submitting a list to the Committee of prospects who meet the Board's criteria.
10. To assist the Committee in recommending a final group of at least four (4) prospects, who best meet the Board of Regents' criteria, and to conduct an extensive background search of the recommended prospects, including, but not limited to, the authentication of all academic credentials and experiences of the prospects.
11. To confirm the willingness of the finalists to serve.
12. To refrain from public statements regarding the search except as may be conveyed by the Chair of the Search Committee regarding the Committee and by the Board President concerning the Board and the Board search process.